massDOT
Massachusetts Department of Transportation
Rail & Transit Division

MBTA Legislative Caucus

Richard A. Davey
MBTA General Manager and Rail & Transit Administrator

Overview

Financial State of Affairs

- Operating Budget – FY11
- Operating Expenses – FY11
- What are the MBTA's financial challenges/constraints?
- What is the MBTA doing to offset financial problems?
- Non-Fare Revenue Initiatives

Looking Down the Tracks

- THE RIDE
- Commuter Rail

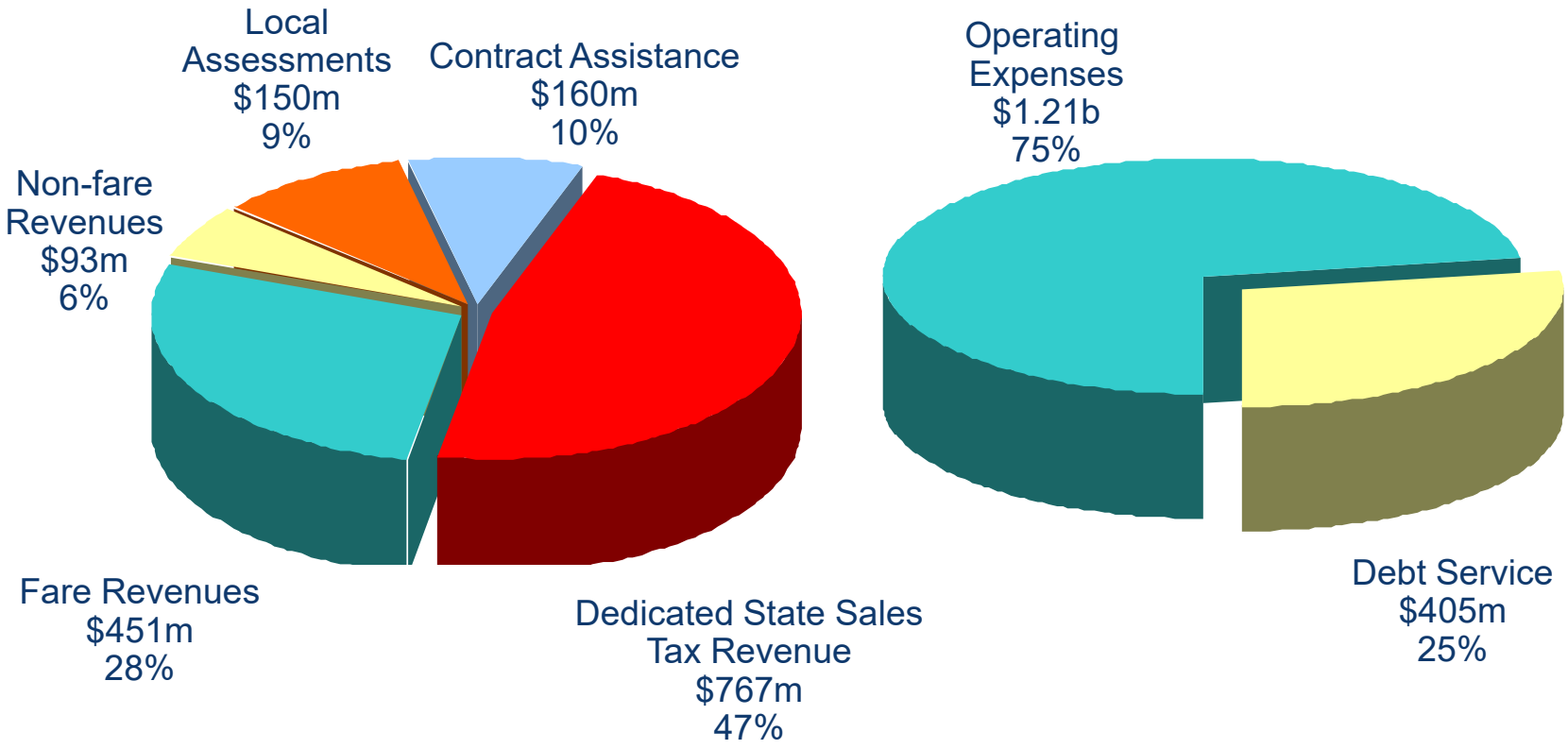
Setting the Pace

- Update on the Five Key Initiatives
  - Safety, Customer Satisfaction, Employee Satisfaction, Fiscal Responsibility, and Innovation
- More Transparency
  - New Scorecard

A Sample of What's Going On?

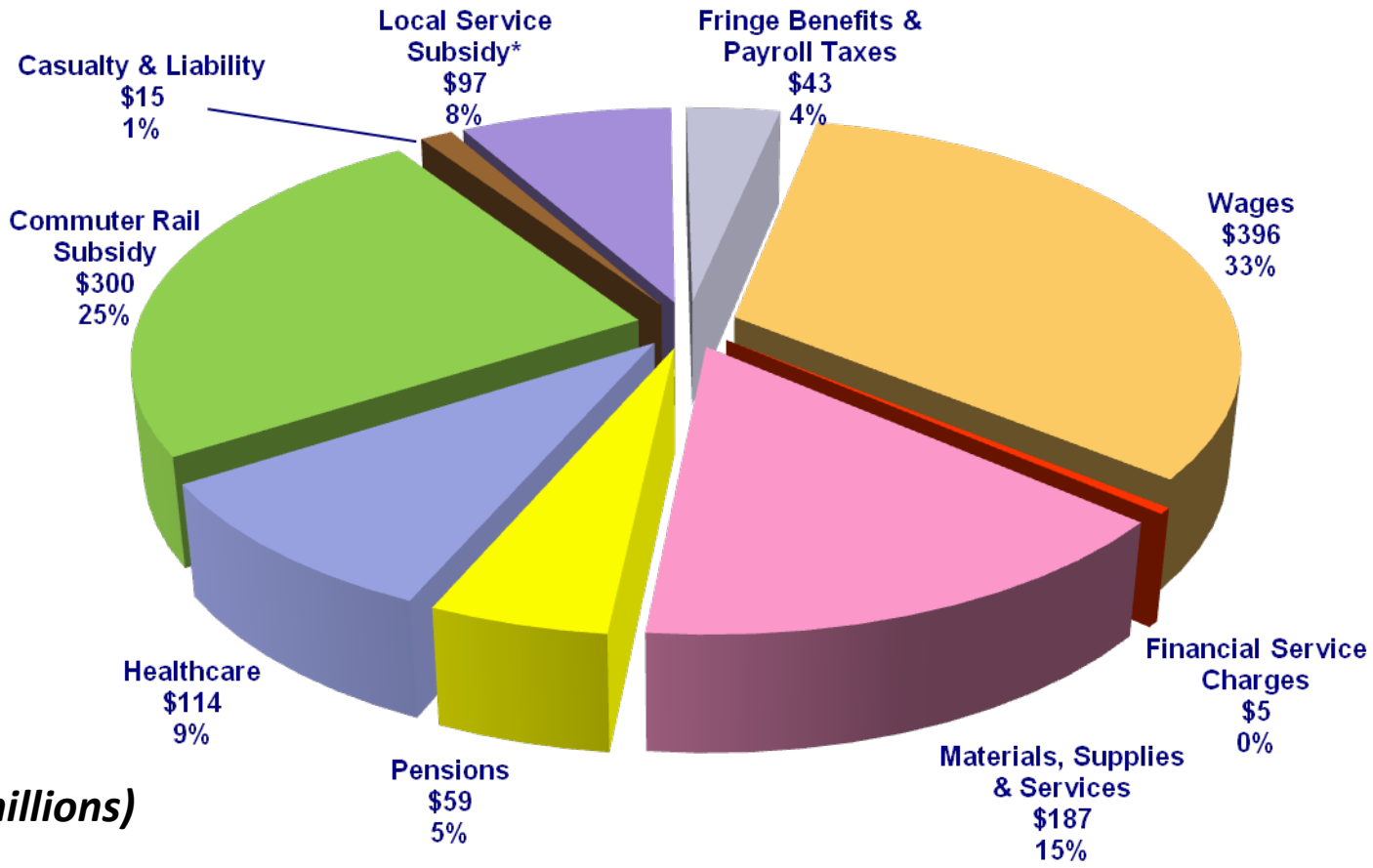
- Heavy Rail
- Light Rail
- Bus
- Commuter Rail
- Partnerships

FY2011 MBTA Operating Budget = $1.62b


Local Assessments $150m 9%
Contract Assistance $160m 10%
Non-fare Revenues $93m 6%
Fare Revenues $451m 28%
Dedicated State Sales Tax Revenue $767m 47%
Operating Expenses $1.21b 75%
Debt Service $405m 25%

Revenue Recovery Ratio = 45%

FY2011 Operating Expenses = $1.21b



($$ in millions)

* includes THE RIDE, Suburban Bus, Commuter Boat, Private Carrier Bus.

What are the MBTA's financial challenges/constraints?

- Increasing already highest in nation debt burden payments that peak in FY17
- State of Good Repair – Deferred Maintenance Backlog
- Chronically underperforming sales tax revenue
- Volatile energy costs
- Explosive paratransit costs
- Pressure for more service and projects
- Cost of maintaining an aging fleet
- FY12 budget - total operating expenses expected to grow 6.3% over FY11.

What is the MBTA doing to offset financial problems?

Labor Cost

- Controlling Headcount
- Managing Overtime Costs
- Transitioning to Group Health Insurance (GIC)
- Redefining Pensions Eligibility
- Reorganizing Workers' Compensation

Materials, Services, and Supplies

- Controlling Energy Costs
- Improving Environmental Compliance

Engineering and Maintenance

- Realizing Efficiencies in Power and Transit Facilities
- Realizing Efficiencies in System-wide Maintenance & Improvements

Authority-wide Vendor Cost Reduction Initiative

- Seeking discount in prices and fees

Service Improvements and Operational

- Capitalizing on Service Improvements
- Realizing Operational Efficiencies
- Fully Implementing Automated Fare Collection
- Conducting Cost/Schedule Performance Analysis Review of Design and Construction Projects
- Instituting additional project controls in design and construction

Debt Management

- Requiring Prudent Management of Debt Portfolio

Future Efficiencies

- Performing Single Person Train Operation
- Conducting In-house Radio Project
- Restructuring Paratransit Services
- Performing Daily Operations Resource Management (DORM)
- Collaborating with MassDOT on Joint Efficiencies Efforts
- Tort Reform

Non-Fare Revenue Initiatives

- North Station Parking Garage Lease
- Parking Revenue Securitization
- Growth in Titan Advertising Program
- Advertisements on Charlie Cards
- Compressed Natural Gas Tax Rebate
- Iconic Sign Advertising Program
- Conversion of Thirteen (13) MBTA Billboard to Digital Advertising
- Projected Increase in Concession Revenue
- Increase Revenue from More Aggressive Parking Enforcement
- Internet Advertising on the MBTA Website
- Route 128 Garage Billboard Advertising Program
- Premium Parking Space Program

Looking Down the Track –The RIDE

Background

5.7% increase in total trips over the last two fiscal years (2.1 million trips provided in FY10, 2.7 million projected for FY11)
34.54% increase in net cost per trip over the last two fiscal years (from $29.85 to $40.16)
42.17% increase in net cost over the last two fiscal years ($59.2 million to $84.17 million)

Strategies

In-Person Assessments for Eligibility Determination

- Most large transit agencies perform some form of in-person eligibility assessments
- Provides more accurate determination of eligibility
- Results in more applicants being screened to use “fixed route transit” system

Optimization of Run Structure

- Reduces the number of “revenue vehicle hours” by mirroring the demand profile
- Results in providing the same number of trips in a more efficient run structure
- Capitalizes on the start and end times of runs

Potential Cost Savings

- Market “fixed route” service
- New Structure for RFP
- Medicaid Reimbursements
- Better coordination with Other Providers

Looking Down the Track – Commuter Rail Service Improvements

Background

Locomotive reliability continues to be the key concern for commuter rail service

Strategies

Fleet Maintenance

- Identifying specific maintenance actions targeted to improve fleet reliability and availability

New Locomotives

- Purchased two new locomotives that were put into service in January

Leased Locomotives

- Leasing five (5) used locomotives
- Testing now in progress, expected to have them in service by April

Fleet Investment

- Authorized purchase of twenty (20) new locomotives, initial deliveries expected in 2013
- Authorized purchase of seventy-five (75) new bi-level coaches, initial deliveries expected in 2012
- Completed 23 of 25 main engine overhauls on oldest locomotives in fleet

Information Systems

- Initiated a full review of the commuter rail T-Alerts process and station information signs

Service Coordination

- Meet regularly with partners who control portions of the commuter rail system

Winter Performance Review

- Preparing a system-wide winter performance review report

Setting the Pace – What has been accomplished?

Safety Initiatives
- Safety Flashes/Hotline/Briefs
- Safety Compliance (Seatbelts, PPEs, etc)
- Monthly Safety Report

Customer Satisfaction Initiatives
- Accessibility Enhancements
- Parking Made Easy
- Customer Service Training
- Join the GM/Twitter

Employee Satisfaction Initiatives
- Expand “Lifting as We Climb” Program
- Revive Safe Driver Award Program
- Employee Outreach Program

Innovation Initiatives
- Where’s the Bus/Train Apps
- Service Advisory Signage
- Real-Time Commuter Rail Information

Fiscal Responsibility Initiatives
- Operational Efficiencies
- Operating Budget Reductions
- Maximizing on Federal Funding for Capital Projects

More Transparency – New Scorecard

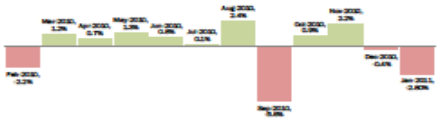
ScoreCard

February 2011 [Jan 11' Data]

Ridership

Average Weekday Ridership
Jan 2011: 1.15M
Down 2.8 % from Jan 2010

Year-to-Year Change: Jan 2010 to Present



Vehicle Maintenance

The MBTA measures in mean-miles between failures, the average distance a vehicle travels between breakdowns.

	Goal	Jan-11
Red	39,000	38,436
Orange	32,000	20,346
Blue	26,000	13,912
Green	5,500	2,327
Commuter Rail (Dec)	10,200	2,654
Bus	6,600	9,185

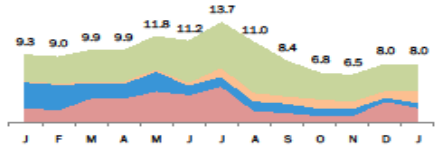
Schedule Performance

The MBTA measures reliability as the percentage of scheduled service operated. This measure captures our ability to maintain the system well and operate reliably.

	Jan-11
Red	98%
Orange	98%
Blue	99%
Green	100%
Bus	99%

System Maintenance

A key measure of system maintenance is the travel time impact of slowdowns caused by track condition. Impact is measured as minutes of speed restrictions.



Accessibility

Elevator Uptime	Escalator Uptime
99.5%	97.7%

Safety

Incidents per 1,000 vehicle-miles traveled

	Jan-11	6 Mos Avg
Red	0.017	0.006
Orange	0.025	0.012
Blue	0.006	0.004
Green	0.057	0.036
Bus	0.129	0.095

Accidents / Incidents are tracked "per 1,000 vehicle-miles traveled" (or per 100,000 passenger-miles traveled) to allow longer / more frequent lines to be compared fairly against shorter / less frequent lines.

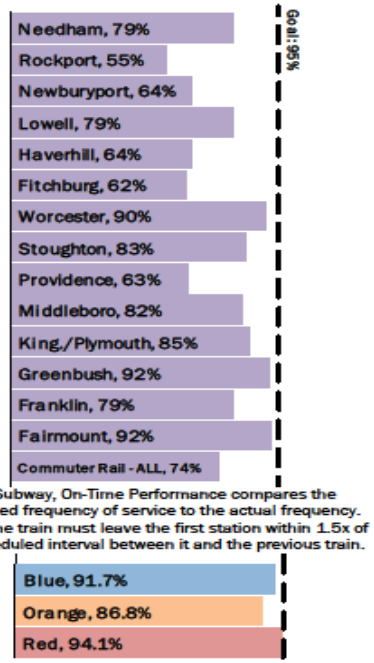
Budget

The MBTA has set a goal of beating our operating budget by 2% in FY2011. The following chart tracks progress towards that goal.

January 11': 0.4%

On-Time Performance

On-Time performance is a key measure of commuter rail performance. A Commuter Rail train is considered "on time" if it arrives five minutes or less after the scheduled time.



For Subway, On-Time Performance compares the scheduled frequency of service to the actual frequency. An on-time train must leave the first station within 1.5x of the scheduled interval between it and the previous train.

Note: For February 2011, ScoreCard pages for operations and AFC are in our new format. All other pages will be transitioned in the coming month.

Heavy Rail

Red Line Projects

- Overhaul of No. 2 cars
- Ashmont Station Improvement Project
- Floating Slab/Tunnel Leak Repair Project
- Bridge Replacement Projects
- Power Station Upgrades
- Park Street, Harvard, and Porter Redundant Elevator Projects

Blue Line Projects

- State Street Station Improvement Project (completion within 45 days)
- Track and Signal Improvement Project
- Orient Heights Station Improvement Project
- Wonderland Parking Garage

Orange Line Projects

- Assembly Square Station
- Back Bay Station Roof Improvement Project
- Southwest Corridor Tunnel Leak/Groundwater Project
- Downtown Crossing Redundant Elevator Project

Light Rail

Green Line Projects

- Science Park Station Elevator Project
- 3-Car Trains on B, D, and E Lines
- Type 7 Car Overhaul Project
- Extension to Somerville/Medford
- Positive Train Control Project

Mattapan High Speed Line Projects

- Collision Avoidance Pilot Project
- Trolley noise reduction project
- Station Improvements

Bus

Bus Projects

- Key Bus Route Improvement Project
- Dudley Square Improvement Project
- Lynn Busway Security Camera Project
- 25 new Articulated 60’ Low-Floor Buses
- Enhanced Bicycle Parking Facilities
- NABI overhaul project
- New Paint Booths at the Everett Maintenance Facility
- New Bus Washes at Bus Garages

Silver Line Projects

- Heated Bus Shelters Project
- Pavement Repairs/Crosswalk Replacements Project
- Signal Prioritization Project at D Street Intersection

Commuter Rail

Line Projects

- Old Colony (Except Greenbush)
  - Tie Replacement Project
- Franklin
  - Railroad Bridge Redecking Project
- Boston to Providence
  - Platform Resurfacing Project
  - Pawtucket Layover Maintenance Building & Inspection Pits Project
  - Southampton Street Maintenance Facility Reroofing Project
- Framingham/Worcester
  - Platform Resurfacing Projects
  - Flood Mitigation Pump Station Project
- Fairmount
  - Bridge Replacement Projects
  - Fairmount Line – Four (4) New Stations

Partnerships

- Bike Share Project – $3 million FTA Urban Livability Grant to fund and implement a regional program, which the City will the pilot site
- South Station Expansion Project – MassDOT obtained a $32.5 million grant application for federal High-Speed and Intercity Passenger Rail funds for the design phase of the Expansion Project
- Automated Fare Collection Interoperability Project (BAT announcement is imminent)